



Australian Government
Department of Immigration
and Citizenship

Imaginative and Effective Business

An overview of the change revolution in DIAC
post Palmer and Comrie



What they said about us

Palmer and Comrie said:

- Assumption based culture
- Self protective and defensive
- Unwilling to challenge norms and processes
- Lacking leadership, governance and training
- Poor service delivery and records management
- Not meeting Government and community expectations



We thought

- World leader in migration programs
- Strong citizenship record
- Great linear processes
- No problem!



We Needed To

Address the identified serious deficiencies with innovative and sustainable cultural and process solutions that lead to a new era of imaginative and effective business operations.



We responded with

- Government funding support (~ \$750 million over 5 years)
- Three new strategic themes:
 - Open and accountable culture:
 - Fair and reasonable dealings with clients; and
 - Well trained and supported staff
- National training strategy and College of Immigration formed
- Use of consistent unifying themes, symbols and messages



We responded with

- **DIAC Leadership model**
- **Operate consistently with our values**
- **Provide vision and meaningful direction**
- **Function as team players**
- **Communicate constantly and meaningfully**
- **Persist to achieve good outcomes**
- **Create the environment for success**



We responded with

- Increased governance
- Values and Standards as an emphasis over structure
- A risk management approach to business
- Recruiting and retaining people with the right attitude, skills and abilities
- A focus on achieving outcomes through demand driven service delivery



Detention Reforms

- Client Risk model
- Onshore detention model
- Centre management model
- Detention health strategy
- Review of the contract and a new service delivery model

All strategies are focused on ensuring fair and reasonable dealings with clients in detention

Detention Reforms

- Onshore Detention Strategy
- *New types of facilities & existing facilities upgraded*

- ① New Residential Housing in Sydney and Perth
- ② New Immigration Transit Accommodation Centres to be built in Melbourne, Brisbane and Adelaide (\$24m)
- ③ Upgrade Baxter, Darwin, Sydney, Perth and Melbourne (\$83m)
- ④ Close Woomera and Singleton



Villawood (Sydney) Residential Housing



Melbourne ITAC (artist impression)



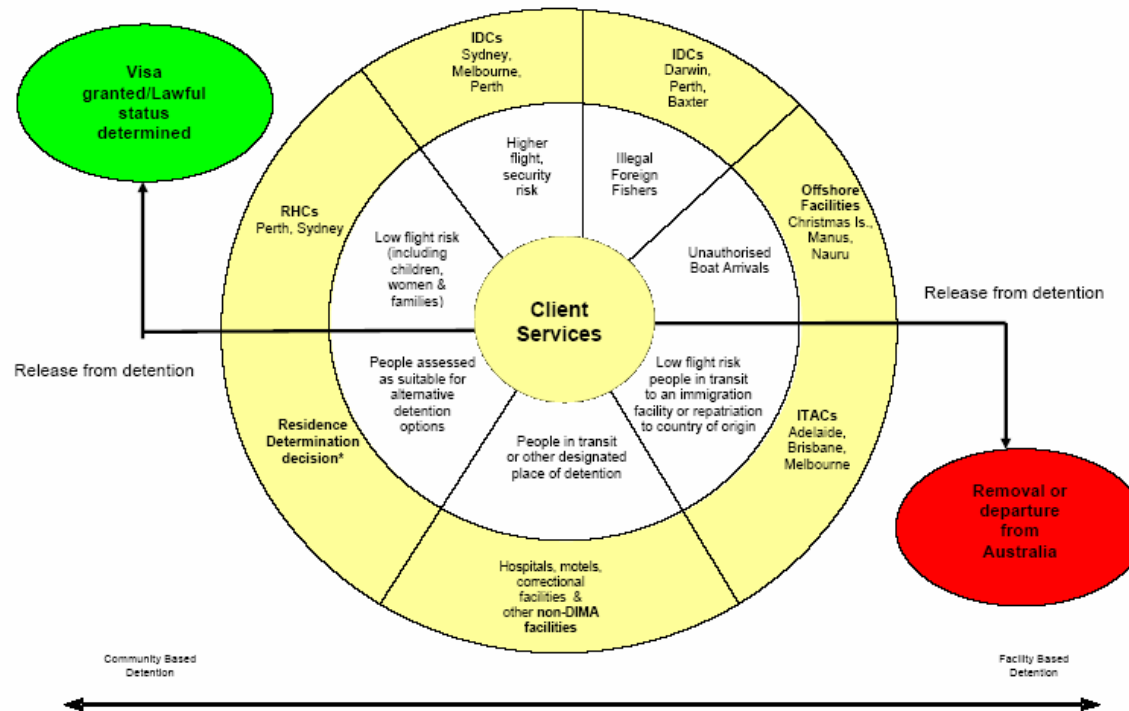
Perth Residential Housing



Maribyrnong Outdoor Area

Detention Reforms

Client Focused Network Chart



* Non-compellable decisions made by the Minister under the *Migration Act 1958*



Detention Reforms

- **Core Operational Principles**

1. Immigration detention is mandatory 'administrative detention', it is *not* indefinite or correctional detention;
2. People in detention must be treated fairly and reasonably within the law;
3. Detention service policies and practices are founded in the principle of duty of care;
4. Families with children will be placed in facility-based detention only as a last resort;
5. People in facility-based detention are to be provided with timely access to quality accommodation, health, food and other necessary services;
6. People are detained for the shortest practicable time, especially in facility-based detention;
7. People are carefully and regularly case-managed as to where they are to be located in the detention services network and the services they require;
8. The assessment of risk factors underpins operational decision making; and
9. Detention service operations are subject to continuous improvement and sound governance.



Detention Reforms

Centre Management Model

- New National Detention Centre Management Model with a client focused approach.
- Detention now has direct management oversight of all centres to ensure national consistency of operations.
- Improved decision making, issues resolution and standardised reporting.
- Partnership approach with the detention service provider (DSP) to support the care of people in detention.
- Greater focus on day to day interaction with the DSP and clients.



Detention Reforms

Purchasing Allowance Scheme

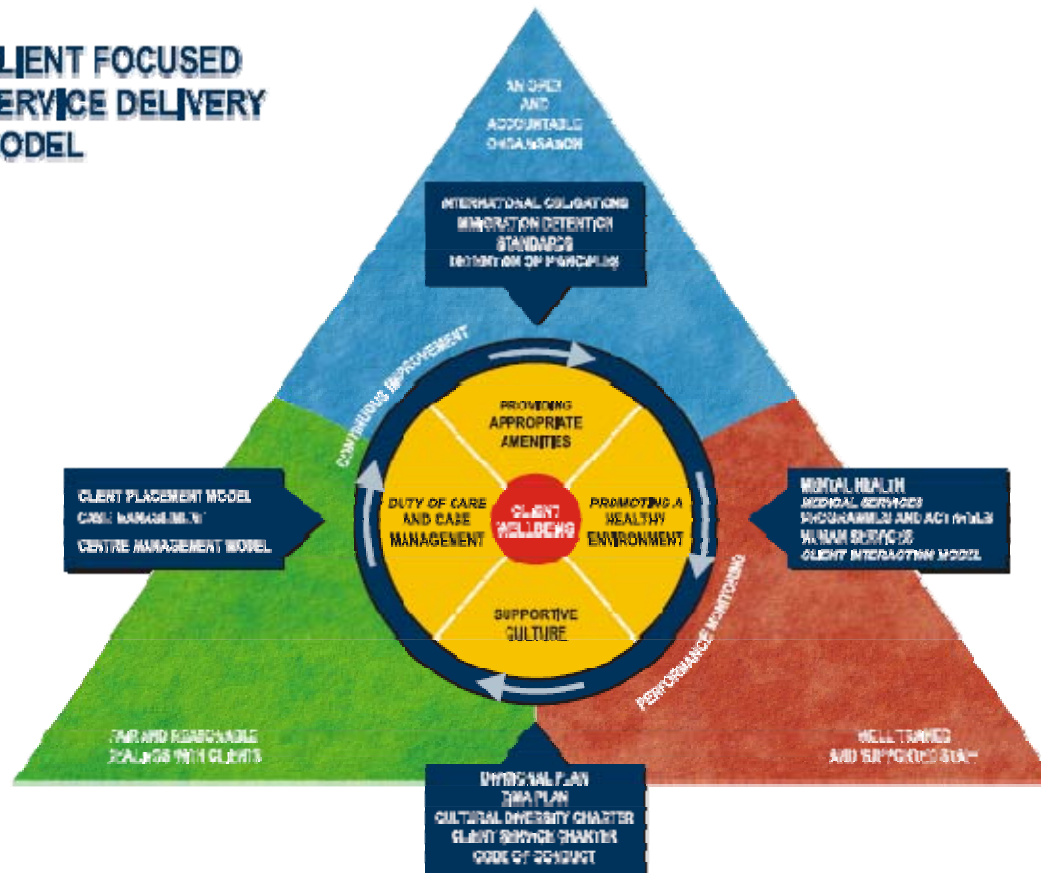
Each adult client receives 25 points when they enter a centre and then 25 points each week. Clients can earn extra points by taking part in a range of programmes and activities. 1 point = \$1 dollar

Key to the PAS is the encouragement of clients to participate in programs and activities that enhance their health and well being during their time in immigration detention

Clients at Perth IDC are able to shop at local supermarkets to obtain goods under PAS in addition to a small line of goods kept in the IDC

Detention Reforms

CLIENT FOCUSED SERVICE DELIVERY MODEL





Detention Reforms

Client Placement Assessment:

- New risk based client placement model
- Greater consideration of client's circumstances and preference for location.
- Use of all options available under the Detention Service Network.
- DSP and other DIAC staff have a key role in providing advice to inform placement decisions.
- Regular review and monitoring of client placement decisions.



These changes mean a new proposition for service providers

What was...

- Single lead service provider
- Detention-focused contract
- One type of facility
- Many reactive, incident-based, quantitative measures
- “One size fits all” services and pricing

The future...

- Split of detention and health service providers
- Client health and wellbeing focus
- Many types of facilities
- Client-specific services, with differentiated pricing

Service Provider Implications

- **Broader market participation**
- **Focus on client wellbeing**
- **Emphasis on how services are delivered**
- **Value for money**



Our Future Plans

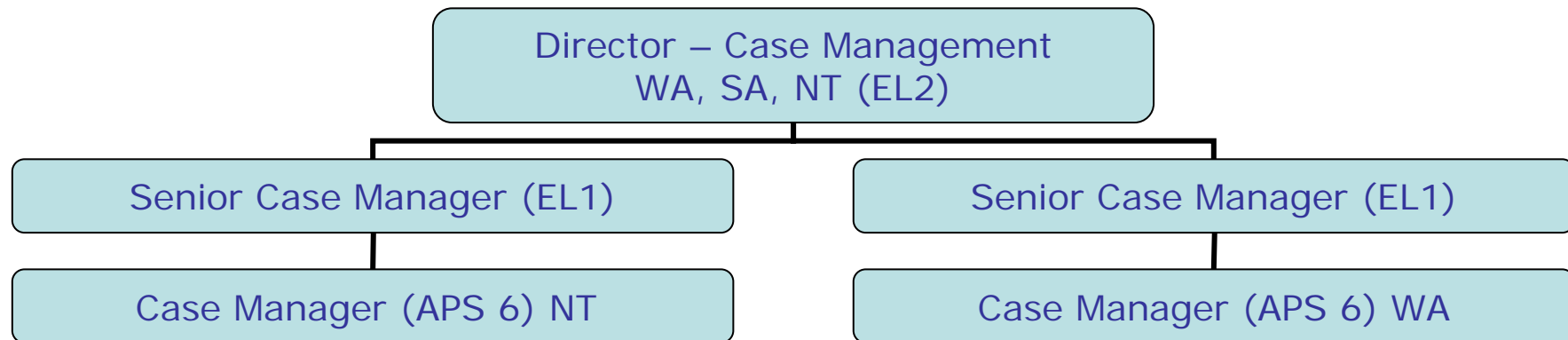
- Be clear on our strategic direction
- Communicate better across the department and with stakeholders
- Continue to progress reforms and recognise achievements
- Give and receive feedback to each other
- Build our staff capacity and responsiveness
- Focus on outcomes, not processes
- Help each other to respond to change



Origins of Case Management

- Introduced following the scrutiny of Palmer/Comrie reports
- WA team formed Sept 2006
- Case Management now exists in all state and territory offices
- Recruitment of staff from diverse human service backgrounds
- Specialist non-generic positions

CM Structure Chart





Role of Case Management within DIAC

- To manage complex sensitive cases, prioritising all cases in detention
- To Provide a single, over-arching view of cases
- To conduct a comprehensive assessment and develop a DIAC case plan for each client



Role of Case Management within DIAC

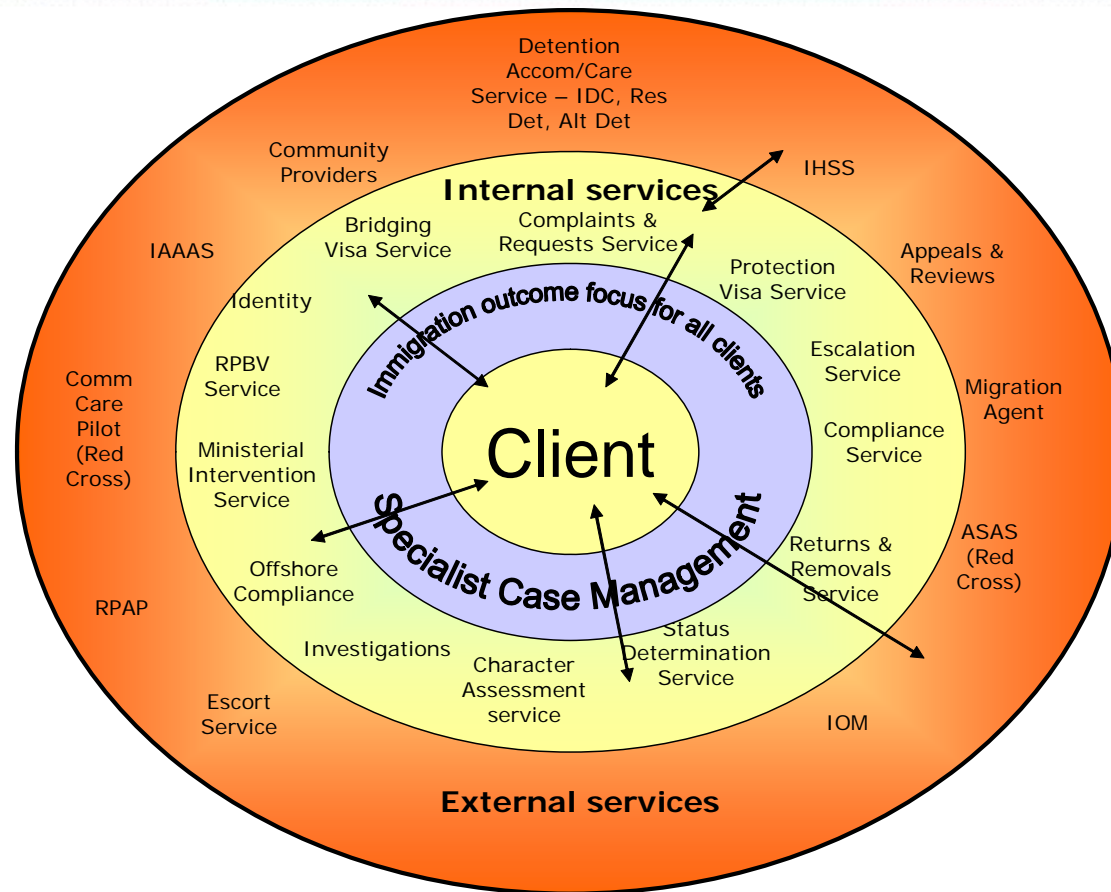
- To Focus on the client journey towards an immigration outcome rather than focusing on individual transactions or events
- To seek early intervention
- To Identify and escalate barriers to case progression and highlight system inadequacies



Role of Case Management within DIAC

- An Ability to question legislation, process, delays and promote fair and reasonable outcomes
- Model and facilitate effective communication strategies
- Break down silo's within DIAC by promoting integrated practice rather than linear processing

Facilitating Integrated Business

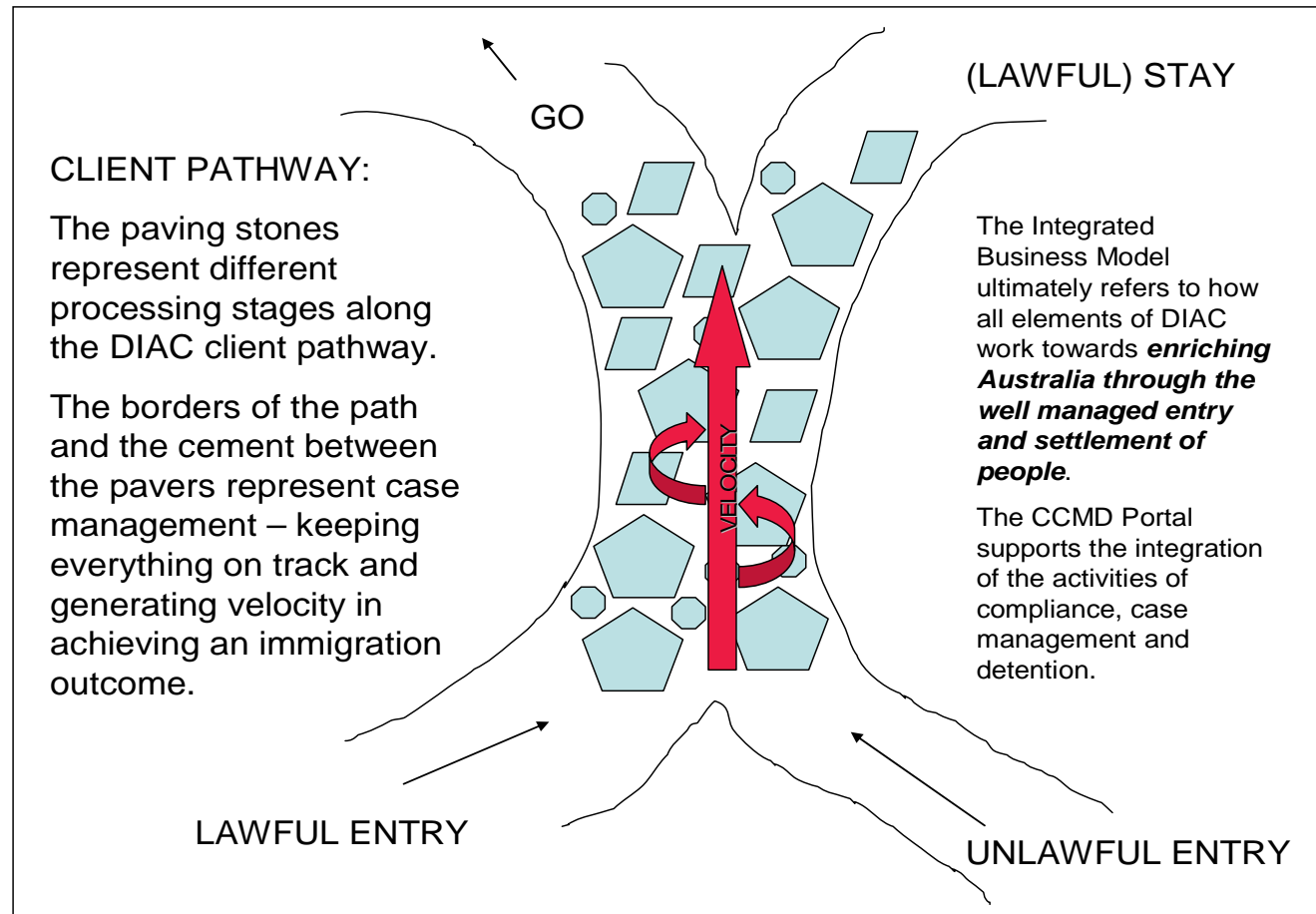




Strategic Practice

- Begin with the end in mind:
 - STAY OR GO OUTCOME, AS SOON AS POSSIBLE
- Know the case
- Develop and maintain the case plan
- Monitor progress, escalate as required
- Broker services (including return counselling)
- Enhance cooperation and understanding
- Implement the plan:
 - ensure the right people do the right things at the right time

Client Pathway





Some Challenges

- Learning the DIAC business
- Getting staff to recognise the value we add
- Rapid change process
- Engaging the clients in active management of their case



Some CM achievements

- Modelling a communication culture change
- Creative release and repatriation plans for detention clients
- Creative problem solving for destitute clients
- Securing funding for client's in exceptional circumstances
- Facilitating collaborative practice both locally, nationally and with external agencies



Future visions

- Improving on existing external relationships as well as building new relationships with community stakeholders
- Continue to Refine and streamline internal processes
- Continued escalation of issues to National Office to bring about legislative/policy change
- Continued creativity and innovation in practice